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ANNOUNCEMENT

Employee Performance Communication System

SUBJECT: New Performance Requirements for Supervisors

BACKGROUND

In support of the President's Management Agenda, NASA must, "institute performance appraisals for managers and employees that are linked to Agency mission." To achieve this as well as to facilitate the One-NASA concept, generic elements and standards have been developed and must be incorporated into the performance plans for all non-SES supervisors by March 4, 2004. New generic elements and standards have also been developed for employees and will be incorporated into employee's plans once union negotiations are complete. Elements, in a performance plan, state the individual's assigned major responsibilities; whereas, standards state how well the major responsibilities must be accomplished to justify a "meets expectations" rating. All elements in a two-level system are considered critical or so important that unacceptable performance on one critical element would result in an overall unacceptable performance rating and corrective action.

The seven new elements for supervisors include:

- Element 1: Strategic Alignment
- Element 2: Health and Safety
- Element 3: Human Capital Management
- Element 4: Equal Opportunity and Diversity*
- Element 5: Collaboration and Teamwork
- Element 6: Learning
- Element 7: Program Management

*This element has been modified to incorporate additional GSFC requirements.

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PROCESS FOR INCORPORATING THE NEW ELEMENTS AND STANDARDS IN SUPERVISORY ANS

1. All supervisors will have the addendum attached to their performance plans. The addendum can be located electronically at <http://ohr.gsfc.nasa.gov/performance/home.htm>
2. During the midterm discussion, you must discuss the new elements and standards with each supervisor that reports to you. The new elements and standards must be rated during the appraisal period ending September 30, 2004. Section II, Elements for Supervisory Positions, should no longer be used and supervisors instead should be rated on the new supervisory elements in the addendum.
3. If you use the General Approaches to Work, in Section I of the current Employee Performance Communication System (EPCS) Form, as the basis for standards in Section II, you may continue to do so. In addition, Section II should continue to be used for specific elements and standards for each position.
4. The EPCS Forms will be revised for the 2005 performance period.

MIDTERM REVIEWS

Meet with Supervisors to Discuss Progress


The performance appraisal cycle for employees (except SES and ST employees) is October 1 through September 30. The number of progress reviews may vary, but at least one is required for all employees, and should be scheduled during the mid-point of the annual cycle. During this midterm, it is essential that discussions happen incorporating the new elements into the supervisors' plans.

Continue to Offer Individual Development Planning

In addition to discussing performance progress, you should discuss training and development opportunities to enhance performance or to correct performance deficiencies. These opportunities may be in the form of formal training classes, rotational assignments, or leading/participating on a team, to mention a few. Individual Development Plans (IDP's) should be offered to each employee and established by the combined efforts of the supervisor and employee. For more information concerning IDP's, please contact the Professional Development Center at x67823. For contact information on planned programs or appropriate off-site courses, you may visit <http://ohr.gsfc.nasa.gov/contact/CDEWContacts.htm>.

Address Performance Issues

If you have a supervisor who is not "Meeting Expectations," address the problem early. Supervisors can be given a performance improvement plan at any time during the performance cycle. Additionally, poor performers should not receive a Within-Grade-Increase during the period of poor performance; however, this must be coordinated with your Human Resources Specialist (HRS). Your HRS is available to assist you in resolving performance issues. A list of specialists can be found at <http://ohr.gsfc.nasa.gov/>. If you have any questions concerning the Employee Performance Communication System, contact Ms. Christina La Fountain at (301) 286-3729.


Thomas J. Paprocki

Acting Director of Human Resources

Enclosure

**ADDENDUM TO NON-SES SUPERVISORS
PERFORMANCE PLAN FOR 2003-2004**

NASA's Employee Performance and Communications System (EPCS), all performance elements are critical elements and standard for each identifies the level of performance at the "Meet Expectations" level. To attain the "Meets Expectations" standard for each element, the supervisor must be generally satisfied that the employee has met each of the specific standards (bullets) listed for the element where, and to the extent possible, the employee has duties and responsibilities or other occasion to exercise judgment or demonstrate successful performance.

Elements and Standards	Rating Levels	
	Meets Expectations	Fails to Meets Expectations
Element 1: Strategic Alignment Standard: The manager is generally satisfied that the supervisor: <ul style="list-style-type: none"> Identifies program/project goals and objectives that are clear, measurable, and aligned with the goals and objectives of the Strategic Plan and consistent with the Integrated Budget and Performance Plan; Prepares submissions to the Integrated Budget and Performance Plan/Report that are complete, defensible, and submitted within the specified timeframe; and Ensures that his/her employees understand: <ul style="list-style-type: none"> The organization's goals and how they are aligned with the Agency's goals; How their work assignments are aligned with the organization's goals; and How their performance will be assessed and measured based on the accomplishment of their work assignments that contribution to the achievement of the organization's and Agency's goals. 		
Element 2: Health and Safety Standard: The manager is generally satisfied that decisions and actions demonstrate commitment to the Agency's #1 core value – safety; the supervisor: <ul style="list-style-type: none"> Conducts and documents safety inspections of assigned area(s) of responsibility in accordance with applicable safety and occupational health regulations, policies, and procedures; Identifies and expeditiously takes action to correct unsafe conditions and/or procedures; and Ensures that his/her employees comply with applicable safety and occupational health standards, rules, and regulations. 		
Element 3: Human Capital Management Standard: The manager is generally satisfied that decisions and actions demonstrate commitment to the strategic management of human capital; the supervisor: <ul style="list-style-type: none"> Identifies workforce needs to successfully and safely execute the organization's programs/projects and uses available human capital tools effectively in accordance with the provisions of the Strategic Human Capital Plan; Determines promotions and selections based on merit; Evaluates/appraises employees with a process that is clear, credible, and understood by the subordinate staff and – Makes determinations for awards and recognition that are based on performance results and are consistent with the NASA vision for awards – awards are given for the right contribution, to the right people, at the right time/event; Addresses and resolves performance issues in a timely manner; and Makes appropriate disciplinary action that is fair and consistently applied. 		

Elements and Standards	Rating Levels	
	Meets Expectations	Fails to Meet Expectations
<p>Element 4: Equal Opportunity and Diversity</p> <p>Standard: The manager is generally satisfied that decisions and actions demonstrate commitment to equal opportunity (EO) and diversity; the supervisor:</p> <ul style="list-style-type: none"> Actively supports the Agency's EO and diversity programs and treats them as an integral part of the Agency's mission by pro-actively ensuring equal opportunity in hiring, assignments to career enhancing projects, and in all personnel decisions. Actively cooperates in EO Programs through participation in training, responsiveness in the discrimination complaints process; and engagement in Alternative Dispute Resolution to resolve complaints. Encourages a culture of open and honest communication; and Makes efforts to ensure organizational environment where employees value individual cultural differences, treat one another with respect, and have the opportunity to excel; and Creates a working environment that is free of discrimination and sexual harassment, and accessible to individuals with disabilities. 		
<p>Element 5: Collaboration and Teamwork</p> <p>Standard: The manager is generally satisfied that a One-NASA approach is integrated with decision-making, problem-solving, and program/project management; the supervisor:</p> <ul style="list-style-type: none"> Promotes the One-NASA concept through cooperation and teamwork with other managers and teams across Centers and organizational boundaries; Shares knowledge of best practices and lessons learned and resources to accomplish tasks and projects with a NASAwide approach and benefit; and Considers internal and external customers' needs and expectations when making decisions, identifying solutions, and resolving conflicts. 		
<p>Element 6: Learning</p> <p>Standard: The manager is generally satisfied that an environment of continuous learning has been created to increase individual and organizational effectiveness, to address skill gaps, and to ensure effective succession planning; the supervisor:</p> <ul style="list-style-type: none"> Assesses the training and development needs of him/herself and of subordinate staff – To maintain and/or enhance current job-related skills, abilities, and competencies; and/or To develop and enhance performance and abilities needed to meet future Agency needs by identifying and participating in developmental assignments and/or learning opportunities. 		
<p>Element 7: Program Management</p> <p>Standard: The manager is generally satisfied that decisions and actions demonstrate a commitment to effective resource utilization and Agencywide program objectives; the supervisor:</p> <ul style="list-style-type: none"> Develops program/project plans that are realistic, responsive to customer needs, and aligned with the Agency's goals and objectives; Makes budget/cost decisions that are financially prudent, based upon the most accurate/complete information available, and reflect consideration of the cost to the Government; Identifies opportunities for improvement and/or takes action to improve processes, products, and services; and Meets organizational objectives within agreed-upon cost and schedule milestones. 		